

Portland Development Commission *Quarterly*

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PDC's Adopted Five Year Business Plan is Now Available

*H*APPY 1999! At PDC we are very pleased to begin the New Year with a brand new Five Year Business Plan which lays out how we will focus our housing, jobs and revitalization activities in geographic and program areas to meet 2040 goals. Our PDC Commissioners approved the Plan December 9 and City Council adopted it December 16.

This year's update is especially important to us because it is the document that will lead us into our next decade of service, as well as into the next millennium. In May of this year, we celebrated the 40th anniversary of the Commission. During those 40 years we have worked with our community partners to:

- provide a full range of quality housing;
- revitalize our neighborhoods and business districts with a variety of projects; and
- help build a stable economic base with healthy businesses that provide a range of jobs for people of all skill and knowledge levels.

Over the next five years we plan to continue that work. We'll assist in the rehabilitation or development of more than 7,750 housing units, assist in the retention and recruitment of more than 14,800 jobs and continue our work on major redevelopment projects such as North Macadam, Eastbank Esplanade and the development related to construction of light rail to the airport.

We are particularly excited about the opportunity to bring added focus and resources to our two new urban renewal districts—River District and Lents Town Center—as well as initial planning assistance to areas such as Gateway,

PDC staff members joined about 450 city activists and future leaders recently to celebrate the 25th anniversary of Portland's 1972 Downtown Plan and begin assembling an agenda for the next 25 years of central city development.

John Kitzhaber, Kim Stafford, Northwest Writing Institute; Ethan Seltzer,

Central City Summit Brings Focus to Portland Visions ◆ for the Future

Called the Central City Summit, the November

Institute of Portland Metropolitan Studies; Brian Scott, Livable Oregon; and

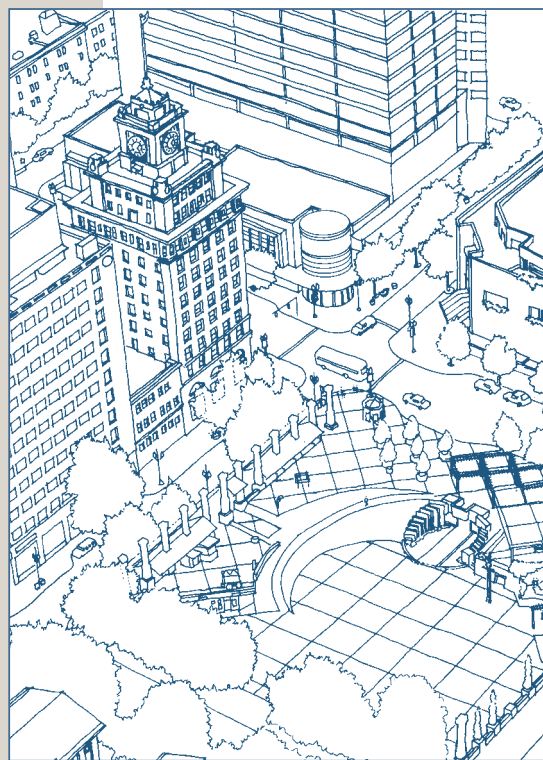


Illustration by Lloyd Lindley

developer Phil Kalberer. PDC's Chairman, Marty Brantley participated on a panel, moderated by National Public Radio's Ray Suarez, along with Mayor Katz, Ben Canada, Superintendent of Portland Public Schools, and Maria Elana Campisteguy-Hawkins of the Oregon Council for Hispanic Advancement.

The original Downtown Plan brought us many of the features that make our downtown great such as Waterfront Park, Pioneer Square, the Portland Center for the Performing Arts, the city's historic districts, the bus mall and light rail. PDC

19th event at the Governor Hotel featured visionary speakers including Neil Goldschmidt, Governor

the Portland Center for the Performing Arts, the city's historic districts, the bus mall and light rail. PDC

Hollywood and St. Johns. As always, we will continue our work in neighborhoods through our small business loans programs as well as our single and multi-family housing programs.

I want to again thank those of you who participated in our update process. We now have a road map for the future and strong consensus around the projects and programs on which we will move forward.

The future is not without its challenges, however. Several issues have recently surfaced which will need to be addressed. For example, the National Marine Fisheries Service has listed steelhead trout as a threatened species, and will make decisions about the potential listing of three species of salmon by late spring of this year. The effect on regional development is uncertain. PDC staff members will chair the development of a habitat conservation plan for the main stem of the Willamette River and will serve on several committees developing the city's response to the listing.

In addition, there is still uncertainty regarding the calculation of tax increment and its effect on other governmental revenue sources.

We will be watching and working with each of these issues during the coming year and will welcome your continued interest and involvement. Our goal is to bring increased certainty, clarity and consensus where possible and to move forward as funds and community needs dictate.

We look forward to continuing our work with you and wish you all the best in the New Year.



Felicia Trader

Felicia Trader
Executive Director

played a major role in most of these developments.

But the results of the Summit have shown that the issues and challenges to enhancing Portland's livability are different now. Education, the Willamette River, housing and the next generation of jobs were the top issues that emerged for the next 25 years.

During the months of January and February nine idea groups including: leadership and participation; transportation;

housing and a 24-hour city; jobs and the economy; urban design; arts and culture; social issues and education; environment; and "future speculation", will be meeting to further refine positions for the vision summary to be published this spring.

PDC Executive Director Felicia Trader is heading up the jobs and the economy group, but we look forward to working on the full spectrum of issues as the new plan for the next 25 years unfolds. ♦

PDC has recently begun developing new, progressive programs that promote diversity in construction contracting and initial results have proved very positive.

♦ PDC Works to Promote Diversity in Construction Contracting

Reflecting the emerging statistics for the new programs established by the Commission's Disparity Implementation Plan, the fiscal year 1997-98 report on diversity contracting revealed that PDC compared very favorably to the baseline numbers. The numbers incorporated the combined data from a consortium of regional public agencies and jurisdictions. The following table compares the PDC-funded project statistics against the baseline:

	ESB	MBE	WBE
% Utilization (PDC)	9.11	9.34	7.27
% Utilization (Baseline)	N/A	2.64	8.82

ESB (Emerging Small Business)
MBE (Minority Business Enterprise)
WBE (Women Business Enterprise)

Where PDC previously set hard percentage goals for utilization of minority, women, and emerging small businesses, the Commission redefined its contracting policies toward stringent good faith efforts by

contractors. As a result of these process changes, PDC adopted and implemented innovative new programs including:

Good Faith Effort Program: A PDC administered program with the purpose of providing contracting opportunities for state certified minority, women, and emerging small businesses on construction-related projects.

Workforce Training and Hiring Program: A program administered by the City of Portland for the Commission. This program ensures a contractor's workforce reflects the diversity of the regional construction workforce and maximizes apprenticeship and employment opportunities for minorities, women, and economically disadvantaged workers in the construction trades.

Equal Employment Opportunity Program: A City certification program to qualify vendors and contractors as equal opportunity employers who have completed and signed a statement of non-discrimination in their hiring and employment

(continued on page 7)

Department *H* ighlights

Housing Update ♦

Replacement Housing: The final two projects that will replace lost housing due to the construction of the new Federal Courthouse are now underway. The Hamilton West, located at SW 12th and Clay, will consist of 152 studio and one bedroom apartments with 73 of the units affordable to individuals at 40 percent of median income levels. The balance of the project will be affordable to up to 60 percent of median income.

The second project, called Kafoury Commons and located at SW 13th and Columbia, will start construction this summer and will contain 129 units including studios, one and two bedrooms. Both buildings are being developed, owned, and operated by the Housing Authority of Portland. Completion of Hamilton West is scheduled for December 1999, and Kafoury Commons for June 2000.

Fall Rental RFP Update: Six projects were chosen in our fall RFP process totaling \$3,655,013. The six projects together will bring 330 units to the marketplace. Thirty-two of the units will be targeted for families at 0 to 30 percent of median family income (MFI) and 297 of the units will be targeted for families at 30 to 60 percent of MFI.

Lead Hazard Control: The City of Portland, in partnership with Multnomah County, has recently received a \$2.9 million grant from Housing and Urban Development (HUD) to operate a lead hazard control program

(LHCP) for low-income households. This program will

reduce the lead hazards in approximately 400 low-income home ownership and rental units over a three-year period. The Bureau of Housing and Community Development (BHCD) will be the contracting agency for the grant, with day to day management administered through Multnomah County.

PDC will be administering a portion of these funds for inspections, risk assessments, relocation and work required for controlling existing risks. Home owners, for-profit and qualified nonprofit organizations providing housing built prior to 1978 that are currently serving households earning under 80 percent MFI are eligible for LHCP funds.



Rosemont: The Rosemont Planning Committee and their consultant team led by Pacific Rim Resources held a kick-off meeting October 14. Their immediate task is to coordinate a community outreach effort and prepare a draft report on existing conditions to include: a seismic assessment, financially feasible alternatives, community wants/needs, and PDC/City goals. Staff also recently turned out on a Saturday to work with neighbors on a site clean-up. Huge dumpsters were filled with trash (including tires and old TV's), shrub-

bery was trimmed and the property was given a general "going over." The next meeting is scheduled for Thursday, February 4 at Holy Redeemer School from 6:30 p.m. to 9 p.m.

River District Housing Study: Portland City Council has requested that PDC update the 1994 River District Housing Implementation Strategy (HIS). This update will include an inventory of all housing currently available in the River District Development Plan Area by unit size, housing type, and affordability. The categories to be used to collect and report affordability information are: 0-30 percent median family income (MFI); 31-50 percent MFI; 51-80 percent MFI; 81-120 percent MFI; and 121+ percent MFI. The HIS update will also include recommendations for new housing production goals for the area.

The study area is the same geographic area as described in the 1994 HIS as "a district defined by West Burnside Street, the I-405 freeway, and the Willamette River, along with Terminal 1, just north of the Fremont Bridge." The area includes all of the new River District Urban Renewal Area as well as the Oldtown/Chinatown area of the Downtown Waterfront Urban Renewal Area.

PDC plans to conduct the survey of housing in February and March after the 1999 HUD income guidelines are released for the Portland area. Completed inventory and recommendations will be reviewed by HCDC in late spring prior to adoption by PDC and City Council. The project will be completed by July 1999.

Housing Evaluation Group Report: The Housing Evaluation Group (HEG), a subcommittee of the Housing and Community Development Commission, recently submitted their second annual report on the PDC's use of federal housing funds contracted through the Bureau of Housing and Community Development (BHCD) and the Housing Investment Fund (HIF).

Among the findings:

♦ PDC continues to provide subsidy to address the housing needs of low- and extremely low-income households while simultaneously supporting the City's Region 2040 housing production goals;

♦ PDC's information tracking and overall systems have improved with the addition of staff, revised loan documents, elimination of loan fees, analysis of per unit subsidy, open customer meetings, publication of a monthly news bulletin, improved financial reporting, and a more open and inclusive Five Year Plan process;

♦ During FY 97/98, PDC funded 865 new and rehabilitated units with HIF and federal funds. Over the two-year period, \$58 million was expended, closed, committed or reserved and 2,101 rental units were funded. An additional 725 rental units were funded with Tax Increment Financing (TIF) dollars. PDC has improved performance tracking against guidelines and has designed requests for proposals to encourage development targeted to particular income groups and family sizes that otherwise would not occur.

Fannie Mae Loans: PDC's Neighborhood Housing Preservation (NHP) section has successfully closed their first two Fannie Mae Homestyle® loans. A marketing campaign was launched in January to spread the word about this innovative new home repair and renovation program.

Preservation Housing study: We are near completion of a study of the cost to the city of preserving expiring use housing through refinancing or transferring ownership of units. The study was at the request of the City's Office of Finance and Administration (OFA). Through 2005 we anticipate over 1200 units expiring in 23 projects. The study will provide high and low scenarios to OFA.



The Ivon Court development features four, two-story duplexes for large families earning 30% of median family income.

North Macadam Housing: A Housing Work Group has been formed to begin work on a housing strategy for North Macadam, as part of the framework plan that is being developed for the area (see N. Macadam item next page). Denny West of the Housing Authority of Portland has agreed to serve as chair of the Housing Work Group. Members include Janice Frater, Housing and Community Development Commission; David Bell, GSL Properties; Ed McNamara, Prendergast and Associates; Ken Dietrich, US Bank Trust; Brian McCarl, McCarl and

Company; Dick Anderson, Fannie Mae; Tasha Harmon, Community Development Network; and Baruti Artharee and Ross Cornelius of PDC.

Project Openings for the Quarter included:

Ivon Court: On December 30th we celebrated the opening of this four, two-story duplex development targeted to families earning 30 percent of area median income. Four of the units are three bedroom and four have four bedrooms. The buildings surround a courtyard with a large playground. Each apartment has its own front porch and back deck, a dishwasher and a washer/dryer to accommodate the needs of larger families. All the units have been rented and Ivon Court residents celebrated the

holidays by moving into their new homes.

Fessendon Court: On November 10th we celebrated the opening of this 9-unit complex in St. Johns. PDC and the Enterprise Foundation provided essential construction and bridge financing for the project which is owned and was developed by the Portsmouth Community Redevelopment Corporation.

Villa De Suenos: A ground-breaking was held on November 17 for this 28-unit apartment complex for larger low-income families. The

complex is located next to its sister project, the Villa de Clara Vista which was renovated in 1995. PDC provided essential funding for both projects. The new units will provide housing for large families earning 60 percent or below median family income. By incorporating the development into the existing Villa de Clara Vista, tenants can take advantage of extensive bilingual/bicultural social services offered by Multnomah County including a health clinic, family resource center and second language courses.

Knott Street Townhomes: On December 15 we celebrated the opening of this 42-unit project. Located at MLK and NE Knott and developed by L & W Development, the project provides an affordable opportunity for 11 homebuyers to purchase their first homes. Buyers obtain financing through private mortgage lenders and a Shared Appreciation Mortgage from PDC to make their first home a reality.

South Park Square: Another park is about to take shape in the River District as well. PDC and Portland Parks and Recreation recently joined forces to begin development of a 40,000 square foot site bound by NW 10th and 11th Avenues, NW Johnson Street and the vacated NW Kearney Street. Construction could begin as early as next year.

Old Town/Chinatown: About 80 citizens attended the visioning workshop sponsored by The Old Town/Chinatown Visions Committee, Old Town/Chinatown Neighborhood Association, Chinese Consolidated Benevolent Association and the Historic Old Town Business Association on

December 9. The group had a "solid two-hour discussion" of the Development Plan for the Old Town/Chinatown area. A consultant team headed by Shiels, Obletz & Johnsen has been hired to undertake preparing a Development Plan which is intended to provide a specific framework for physical improvements in the neighborhood. It is also expected to incorporate recommendations which would fulfill other objectives of the Vision Plan, adopted by City Council in December 1997.

Central Eastside Tour: Public and private development activity in the Central Eastside is increasing dramatically. To illustrate some of the changes, PDC, along with Waterleaf Architects, sponsored a tour of the area on October 20. Included in the Tour was the Lower Burnside Redevelopment Plan area, various storefront improvement projects, MLK/Grand Street Improvements, Clark Center, The Eastbank Riverfront project and the

Belmont Main and Produce Row redevelopment projects.

Alberta Street: A Development Opportunity Strategy (DOS) document has been completed for Alberta Street. The Alberta DOS program, a joint effort between PDC and Sabin Community Development Corporation, assists property owners and developers within the area (NE Alberta Street from NE Martin Luther King Jr. Blvd. on the west to NE 33rd Ave. on the east) in developing or improving their properties. The project included studying building conditions, preparing designs for improvements and estimating costs to help building owners determine the feasi-

◆ Revitalization Update

bility of improvements. The program also provided follow-up information on loans and grant programs that would provide funding or other help for the project. Copies of the DOS document are available by calling Martha Richmond at 823-3296.

new hotel and residential development in the RiverPlace Project.

RiverPlace Partners, a Limited Liability Company to be formed with Hoyt Street Properties, LLC and Tom Walsh & Co. as managing



Mayor Katz and Dick Anderson of Fannie Mae (in tie) help the crew celebrate the "first wall raising" at Phase B of the Yards at Union Station.

River District: Work has officially started on the \$33 million Phase B Union Station housing project. Mayor Katz joined Dick Anderson from Fannie Mae, one of the project's main financiers, in an "official wall raising" ceremony on December 14. The 375-unit project is scheduled for completion in spring 2000.

Construction of the Chinese Garden is on track and should begin in March. This Quarter we received a signed order from Multnomah County Court awarding immediate possession of the "replacement" parking lot, the last major hurdle. Fundraising is at the 80 percent level thanks to a \$500,000 grant from the Meyer Memorial Trust.

South Waterfront/Riverplace: This month PDC announced the selection of RiverPlace Partners as the purchaser and developer of

partners, plan to develop a 130-room full-service hotel and 150 condominium units, 10% to 20% of which will be affordable to purchasers earning between 80% and 120% of area median income. The project will also include ground floor retail uses.

The 2.37 acre-site, referred to as Parcel 1, lies northwest of the PG&E Gas Transmission - Northwest headquarters and is currently bounded by SW River Parkway and the planned Waterfront Park extension currently under construction. It is the site of the former Pacific Power and Light steam plant.

PDC staff will now proceed with a Disposition and Development Agreement to establish the final terms and conditions whereby RiverPlace Partners will purchase the property from the Commission.

Following some interim reviews, construction could

begin on the project in 18 months. In addition, work on the South Waterfront Park extension is proceeding on schedule. Riverbank work continues with placement of restroom slabs, reinforcing concrete for the North/South Overlook and placement of retaining walls and light pole bases.

North Macadam: We have wrapped up Phase I work and are embarking on Phase II of the Framework Planning process which includes preparing a draft Framework Plan by end of March 1999. As the Framework Planning process continues, six working groups will continue meeting and contributing to the formation of the draft Plan. These six groups will address the following topic areas: housing, jobs, land use, greenway and open space, transportation and development issues. The Steering Committee will continue in its role to provide overall direction and management to the effort. The draft Plan will undergo further evaluation and refinement and be finalized in June 1999.

Concurrently, PDC is beginning an urban renewal feasibility process and will prepare an urban renewal plan for North Macadam. PDC Commissioners recently appointed a committee of business representatives, property owners and neighborhood representatives who will oversee plan preparation and the public review and input process. The goal is to seek approval and adoption of the urban renewal plan by early fall 1999 to gain eligibility for tax increment funding for the area in the following year.

South Park Block: Mayor Vera Katz and Commissioner Jim Francesconi welcomed members of the Citizen

Advisory Committee (CAC) for the new South Park Block at a kick-off meeting held November 17, 1998. The block is located between Park & 9th and Taylor & Yamhill. The CAC consists of 17 members who will aid in the vision and planning and will sponsor future community forums for the park. PDC and Parks hosted the meeting as an opportunity for the committee to get to know one another, to express their interests and expectations, and discuss issues. CAC meetings are held monthly.

Retail Strategy: The Development staff, in cooperation with Keyser Marston Associates, has completed a destination retail analysis for Portland's downtown. The purpose of the analysis is to provide the background information needed to assist PDC in developing a market-based destination retail strategy for downtown. Among the report's key findings was that an additional 200,000 net new square feet of retail projected for downtown can potentially be added without diluting sales of existing retailers.

The expenditure potential available to downtown is projected to more than double from an estimated \$300 million in 1997 to approximately \$700 million in 2010. This increase can potentially support the target sales requirements of the 200,000 sq. ft. of net new space and provide an additional \$100 per square foot in sales over the 1997 level for the existing retailers.

Safeway Block Redevelopment: PDC has also been working with a developer on the Safeway super block at SW 10th and Jefferson. Conceptual work on this block includes a new Safeway store, moderate and



◆ The floating walkway begins to take shape at the Eastbank Riverfront.

middle income rental housing, new housing to replace the St. Francis Hotel (low income housing), YWCA special housing programs, and a City Smart Park garage.

Eastbank Riverfront Groundbreaking: The groundbreaking ceremony for the Eastbank Riverfront Floating Walkway was held October 22. Mayor Vera Katz, PDC Commissioners, staff, other city bureaus, neighbors and business owners watched as the first pile was driven for the floating walkway which is now quite visible along the eastbank between the Steel and Burnside Bridges.

Gateway: About 120 community members attended the PDC-sponsored community work session on December 10th. The highly interactive session encouraged attendees to discuss various elements of the redevelopment of the Gateway Regional Center. Mayor Katz and Commissioner Charlie Hales kicked-off the event followed by a short presentation from PDC

and Fregonese/ Calthorpe, consultants on the project. Participants then worked in groups to evaluate alternative concepts proposed for the district and help plan how the area will develop during the next 20 years. The next meeting is scheduled for February 9.

Business location inquiries increase: After a slow spring, summer and fall, business location inquiries have picked up. Staff is currently working with 20 firms in the software and multimedia sectors, customer service centers, corporate offices and general manufacturing.

Praegitzer retained: PDC worked aggressively with regional partners and the Oregon Economic Development Department to retain the expansion of Praegitzer Industries' headquarters in the state. Praegitzer is a leading design

and fabrication service provider of advanced printed circuit boards with 2,200 worldwide employees. The company announced that they would be moving their headquarters from Dallas, Oregon to Tualatin and expanding their Dallas manufacturing facility as a result of the relocation. The company looked at other states for this project before selecting Tualatin. The corporate office relocation is targeted for completion in May of 1999. Employment at the headquarters is estimated to be 90 individuals.

Brownfields: Staff recently attended EPA's national "Brownfields 98" conference in Los Angeles. One of the programs discussed was the new federal transportation act (TEA-21), which includes funding specifically to assist in brownfield redevelopment as well as funding that can be used for the development of pedestrian and bicycle paths (that perhaps could be used in N. Macadam or Airport Way).

Fortune Magazine Listing: An increase in professional jobs, home prices and personal wealth helped Portland make its second appearance on

Fortune's list of Best Cities for Business. The list rated cities that have experienced high growth as measured by income, housing costs and an increase in jobs.

Portland ranked seventh out of 10. Austin, Texas was first, followed by Las Vegas, Salt Lake City, Phoenix and San Jose, California.

In Portland, there has been a 17.9 percent increase since 1990 in population, a 39.9 percent increase in gross city product (between 1992 and 1998), the number of professional jobs has grown by 26.2 percent and violent crimes

have dropped by 19.2 percent between 1991 and 1996. Portland has also experienced significant increases in the amount of venture capital raised—\$113.9 million in the first half of 1998.

Fortune magazine began its listing of best business cities in 1989. Portland placed ninth that year.

Fukuoka Visit: PDC Executive Director Felicia Trader and staffers Larry Pederson and Linda Arnold boarded Delta Air Lines' inaugural flight to Fukuoka, Japan on October 29 for a trade and industry development mission. They were accompanied by a delegation of about 70 other dignitaries including Mayor Katz, Mayor Ogden of Tualatin, representatives of Hillsboro, Gresham and Beaverton, Port of Portland Commissioners and key directors as well as members of our own Portland Ambassador's group. Key activities during the visit included a half-day business forum in which information about doing business in Oregon and Fukuoka was exchanged. There was also a half-day of target industry meeting as well as various courtesy calls to key government officials.

Jobs Update ◆

PDC Quarterly is produced by the Portland Development Commission, the city's agency for housing, jobs and revitalization.

Questions, comments, suggestions and mailing list additions should be directed to
Martha Richmond,
(503) 823-3296. ◆



Barbe West, Executive Director, Kaiser Permanente; Mayor Vera Katz, adidas CEO Steve Wynne and Developer Jim Winkler announce the adidas move from Beaverton to the former Kaiser Medical Center in North Portland.

adidas America: Adidas America announced that it will move its Beaverton headquarters to the former Bess Kaiser Medical Center on Greeley Avenue in North Portland. Mayor Katz joined adidas CEO Steve Wynne, Kaiser executives and neighborhood representatives in the announcement at the site on December 18. Adidas currently employs 550 employees at its 130,000 square foot facility on Nimbus Drive in Beaverton. The plan is to move the entire operation to the new site by September 1, 2000. Decisions to move other adidas America facilities are pending. While it is not anticipated that new jobs will immediately result from the relocation, the 13-acre site has zoned capacity to accommodate future expansion.

Local procurement plan: PDC has teamed up with OEDD, other regional economic development organizations and the American Electronics Association to develop a plan to increase local procurement of goods and services from Oregon-based companies for the existing electronics compa-

nies operating in the state. A recent industry benchmarks survey indicated that Oregon companies would spend an additional \$628 million with Oregon suppliers if the broad range of goods they needed were available. This new effort will be to determine how existing firms can meet these needs and how strategic recruitment may also support existing industry.

Lents URA: Earlier this fall PDC hosted a Street Fair in Lents marking the first major public improvement project in the Lents Town Center Urban Renewal area. Southeast 91st Street and area sidewalks have been rebuilt. This project will be a model for future improved streets in Lents with wider sidewalks, street trees and ornamental streetlights.

The third of five budget workshops was held in December in Lents to determine project priorities for urban renewal activities and a community design workshop was held January 23rd.

Business Loans: The business loan staff booked five new loans in the second quarter of fiscal year 1998-99

(Construction Contracting, continued from page 2)

practices and who have demonstrated efforts to eliminate disparity within their workforce.

Sheltered Market Program: A program designed to increase opportunities for qualified construction firms that are state certified as minority, women, or emerging small businesses. It provides a vehicle for certified firms to compete against each other to obtain prime contracting experience.

Technical Assistance Program: The program provides project oriented technical assistance to minority, women, and emerging small businesses and enables them to win more bids, to complete projects successfully, and to help them prosper in the marketplace without further assistance.

Mentor-Protégé Program: A Port of Portland program that matches small emerging businesses with experienced business partners who offer mentoring and assistance.

While the initial results of all of these programs highlight commendable contracting performance, PDC will strive for improved results with a heightened

bringing the year to date total to 10 loans. Total dollars loaned to date is \$1,119,140 leveraging private investment of \$618,000. This effort created 211 and retained 76 jobs. Two of the new loans were restructured existing loans with capital infusion. These are The New Renaissance Market and Oregon Association of Minority Entrepreneurs. Both of these clients are considered important organizations benefitting the North/Northeast Community.

focus toward increased utilization of minority, women, and emerging small businesses and improved diversity of the construction workforce through apprenticeship programs. More specifically, the Commission will continue to pursue activities such as:

- ◆ Outreach through website postings, trade shows, etc. and interaction with outside organizations.
- ◆ Proactive contractor assistance on diversity requirements – reaching out to contractors rather than waiting for them to seek help.
- ◆ On-going project staff support. Promote and identify minority, women, and emerging small businesses for project and personal services contracts.
- ◆ Internal staff training and assistance on diversity programs.

As PDC's construction projects transition from past diversity programs to the new formats and requirements, the Commission will strive to bolster its efforts and improve its results. As always, PDC will continue to improve and focus on promoting diversity in the contracting and construction workforce. ◆

OAME Plaza: PDC has refinanced the Oregon Association of Minority Entrepreneurs (OAME) Plaza in Northeast Portland for a total of \$480,000. PDC is the sole lender on this community asset which is nearly 100 percent leased. Tenants include both community-based organizations such as OAME, the NE Workforce Center, small business technical assistance providers such as the PSU Business Outreach program, as well as small and start up businesses.



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